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ABSTRACT

School business officials are given some serious advice, liberally interspersed with humorous remarks, about the personal and professional characteristics that a school architect should possess. (MLF)

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

A S B O
October, 1979
SELECTING YOUR ARCHITECT

BY RANDALL N. YEARWOOD

THAT INTRODUCTION MAKES ME FEEL LIKE A BABY THAT JUST WET HIS DIAPER -- IT DOESN'T SHOW ON THE OUTISDE, BUT IT GIVES YOU A NICE, WARM FEELING ON THE INSIDE.

WHEN I CHECKED INTO THE HOTEL YESTERDAY, I ASKED THE GIRL, "DO I REGISTER WITH YOU?" SHE LOOKED ME OVER FROM HEAD TO FOOT AND SAID, "NOT PARTICULARLY."

A LITTLE LATER, A LADY CAME UP TO ME AND SAID, "DID YOU KNOW DRINKING MAKES YOU LOOK BETTER?" I SAID, "I'M NOT DRINKING." SHE SAID, "I KNOW, BUT I AM."

MANY OF YOU ARE SCHOOL SUPERINTENDENTS AND ADMINISTRATORS. I WOULD LIKE TO EXTEND TO YOU MY SINCEREST RESPECT AND SYMPATHY. SCHOOL ADMINISTRATORS TODAY ARE JUST LIKE THE MAN WHO SPILLED A GLASS OF COLD WATER IN HIS LAP -- NO MATTER WHAT HE SAYS, NOBODY IS GOING TO BELIEVE HIM.

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THE DECISION THAT YOU MAKE IN SELECTING YOUR ARCHITECT FOR YOUR BUILDING PROGRAM WILL BE THE SINGLE MOST IMPORTANT DECISION YOU WILL MAKE IN YOUR ENTIRE BUILDING PROGRAM. I DON'T MAKE THAT STATEMENT BECAUSE I AM ON AN EGO TRIP. YOU ARE GOING TO HIRE A MAN WHO IS GOING TO DIRECT HOW YOU ARE GOING TO SPEND YOUR MONEY. HE CAN EITHER SAVE YOU MONEY OR SPEND YOU BLIND, AND YOU WON'T KNOW THE DIFFERENCE, AND A LOT OF TIMES, HE WON'T EITHER. IF YOU MAKE THE WRONG DECISION, YOU HAVE MY COMPLETE SYMPATHY, BECAUSE ALL THE FUN THAT YOU ARE GOING TO HAVE WILL BE IN THE SELECTION OF YOUR ARCHITECT.

A WOMAN WENT DOWNTOWN HERE TO BUY SOME LACE, AND SHE WENT INTO THE DEPARTMENT STORE AND TOLD THE LADY CLERK THAT SHE WANTED 40 YARDS OF LACE. THE CLERK SAID, "WHAT IN THE WORLD ARE YOU GOING TO DO WITH 40 YARDS OF LACE?" SHE SAID, "I AM GOING TO MAKE A NIGHTGOWN." THE CLERK SAID, "WELL, 3 YARDS WILL BE PLENTY." BUT THE LADY SAID, "YOU DON'T UNDERSTAND. MY HUSBAND HAS SPENT A LIFE-TIME IN RESEARCH - HE HAS A PH.D. - HE HAS SPENT SO MUCH TIME IN RESEARCH, HE ENJOYS THE search BETTER THAN HE DOES THE FIND."

IF YOU SELECT THE WRONG ARCHITECT, YOU WILL ENJOY THE HUNT MUCH BETTER THAT YOU WILL THE FIND.

IF YOU MADE A BAD CHOICE, AND YOU WAKE UP TO THAT FACT, TERMINATE THAT ARCHITECT, AND PAY THE TERMINATION EXPENSES. IT WILL BE THE CHEAPEST MONEY YOU EVER SPEND.

NOW, WHAT DO YOU LOOK FOR IN AN ARCHITECT, AND HOW DO YOU KNOW WHEN YOU HAVE FOUND WHAT YOU ARE LOOKING FOR? THERE IS NO EASY ANSWER TO THIS QUESTION. BUT I HOPE TODAY I CAN GIVE YOU SOME IDEAS THAT WILL HELP YOU.

HE NEEDS TO BE ENTHUSIASTIC. ENTHUSIASM IS CONTAGIOUS AND HEALTHY FOR THE JOB. IT IS LIKE THE BRIDEGROOM PREPARING TO GO TO BED ON HIS WEDDING NIGHT. THE LAST THING BEFORE HE GOES TO BED, HE GOES TO SWITCH OFF THE LIGHT -- BUT HE IS IN BED BEFORE THE ROOM GETS DARK.

AND YOU WANT AN ARCHITECT WHO HAS CONFIDENCE IN HIMSELF AND IN HIS FIRM.

CHECK THE MAN'S CONFIDENCE LEVEL. IF HE DOESN'T HAVE CONFIDENCE, THERE IS A PROBLEM. YOU MAY NEVER KNOW WHAT THE REAL PROBLEM IS, BUT YOU DON'T WANT TO FIND OUT. IT MAY BE THAT HE DOESN'T BELIEVE IN WHAT HE IS TELLING. IF THAT'S THE CASE, HE IS A LIAR. IT MAY BE THAT HE DOESN'T BELIEVE IN BUSINESS PRINCIPLES HE IS DISCUSSING WITH YOU AND, THEREFORE, DOESN'T KNOW WHAT IT IS ALL ABOUT. IT MAY BE THAT HE DOESN'T BELIEVE IN HIS FIRM'S ABILITY TO CARRY OUT WHAT HE IS TELLING YOU. AND THEN HE REALLY HAS A PROBLEM. OR IT MAY BE HE DOESN'T BELIEVE IN HIS OWN ABILITY. NO MATTER WHAT THE PROBLEM, YOU DON'T WANT AN ARCHITECT WHO DOES NOT BELIEVE IN HIMSELF AND HIS FIRM.

BUT HE SHOULD NOT TAKE HIMSELF TOO SERIOUSLY. REMEMBER WHEN HUBERT HUMPHREY RAN FOR PRESIDENT AGAINST RICHARD NIXON IN 1968 -- he had self confidence & his wife helped him not take himself to serious.

ON THE EVE OF THE ELECTION, HE TOLD MURIEL, "TOMORROW NIGHT, YOU WILL BE SLEEPING WITH THE NEXT PRESIDENT OF THE UNITED STATES."

YOU KNOW HOW THAT ELECTION CAME OUT.

MURIEL ASKED, "UH, ER, ER, HUBERT, DO I GO OVER THERE, OR DOES HE COME OVER HERE?"

If he takes himself too seriously you will not have a comfortable relationship

BUT THEN, CONTINUE TO CHECK HIS CONFIDENCE LEVEL, BECAUSE HE CAN BE TOO CONFIDENT, OVER-CONFIDENT. THEN YOU ALSO HAVE A PROBLEM. HE WILL TALK DOWN TO YOU. HE WON'T LISTEN TO YOU AND YOUR STAFF ABOUT WHAT YOUR PROBLEM IS. HE IS GOING TO BE LECTURING TO YOU JUST LIKE A P.A. SYSTEM. THERE IS NO TWO-WAY COMMUNICATION. AND BESIDES THAT, WHEN A MAN IS LIKE THAT, HE HAS AN EGO PROBLEM, AND

THAT EGO MAKES HIM VULNERABLE TO CONTRACTORS AND SUB-CONTRACTORS WHO HAVE BUILDING PROBLEMS AND WHO KNOW HOW TO MANIPULATE AN EGO. AND EVERYBODY WITH A BIG EGO HAS ONE THAT CAN BE MANIPULATED. IT MAY BE HIS EGO THAT GETS MASSAGED RATHER THAN YOUR PROBLEM THAT GETS CORRECTED.

CHECK HIS CONFIDENCE LEVEL. YOU NEED TO KNOW.

YOU WANT YOUR ARCHITECT TO KNOW WHAT HE IS DOING AND BE WIDE AWAKE. A SECRETARY CAME TO WORK 1/2 HOUR LATE. HER BOSS ASKED HER, "MISS JONES, YOU SHOULD HAVE BEEN HERE AT 9:00." SHE REPLIED, "WHY, DID I MISS SOMETHING?"

SOMEBODY SAID - IT WAS LAUREN WATERS - THAT A SCHOOL BUILDING IS FOUR WALLS WITH TOMORROW'S FUTURE ON THE INSIDE. THE TEXTURE AND THE COLOR OF THOSE WALLS, THE DESIGN OF THOSE WALLS, AND THE PLACEMENT OF THOSE WALLS IS GOING TO HAVE A LIFE-LONG IMPACT ON THE FUTURE THAT'S INSIDE THAT BUILDING. WHEN I WENT TO SCHOOL, WE HAD DARK BROWN PAINT FROM RIGHT THERE DOWN TO THE FLOOR. THIS WAS IN THE CLASSROOMS, IN THE AUDITORIUM, DOWN THE HALL - JUST SO THE JANITOR WOULDN'T HAVE TO CLEAN THE DARK SPOTS OFF THE WALL. I'LL NEVER FORGET THAT. IT WAS THE MOST DEPRESSING PLACE I EVER WAS IN MY LIFE - THAT ELEMENTARY SCHOOL. THINGS LIKE THAT STICK WITH YOU. IF YOU WANT THAT KID TO HAVE AN APPRECIATION FOR QUALITY OF LIFE, AND YOU WANT HIM TO APPRECIATE A LOT OF THINGS - YOU TEACH HIM MUSIC APPRECIATION, ART APPRECIATION - YOU GET HIM IN A CLASSROOM AND TEACH HIM HOW TO APPRECIATE ALL THESE THINGS, AND SOMETIMES WE PUT HIM IN A ROOM THAT IS JUST AS DEPRESSING AS IT CAN BE. THOSE FOUR WALLS ARE IMPORTANT. THEY AFFECT THAT KID'S MIND. THEY PUT HIM TO SLEEP OR KEEP HIM AWAKE. AND THE ARCHITECT HAS TO STAY AWAKE, TOO.

I SAW A CARTOON LAST WEEK AND THERE WAS THIS MAN STANDING IN A FIELD HOLDING A ROPE. HE COULDN'T REMEMBER WHETHER HE HAD LOST A COW OR FOUND A ROPE. YOU'VE GOT TO BE AWAKE.

YOU WANT AN ARCHITECT WHO GIVES YOU FAST SERVICE. TIME SHOULD BE IMPORTANT TO YOU BECAUSE TODAY, THE BUILDING COST INCREASES EVERY month. BY THE RATE OF 2%. INFLATION IS RUNNING WILD.
Architect must move quickly!!

THE LAST TIME I WENT TO THE DOCTOR, I ~~HAVE~~ HAD TO WAIT FOREVER.

ONE WOMAN BROUGHT HER HUSBAND IN. HE WAS CALLED TO A TREATMENT ROOM. SHE WAITED SO LONG THAT IT WAS TIME FOR THE CHILDREN TO COME HOME FROM SCHOOL. SHE THOUGHT SHE HAD BETTER CALL AND TELL THEM WHERE SHE WAS. BUT SHE ALSO FELT SHE SHOULD LEAVE WORD WITH SOMEONE SO IF HER HUSBAND CAME OUT, HE WOULD KNOW WHERE SHE WAS. SO SHE TURNED TO A WOMAN SITTING BESIDE HER, WHO HAD WAITED AS LONG AS SHE AND HER HUSBAND, AND ASKED, "DO YOU REMEMBER WHAT MY HUSBAND LOOKS LIKE?"

"MY GOODNESS! IT HASN'T BEEN THAT LONG, HAS IT?"

DOES HE HAVE SOMEBODY ON STAFF TO KEEP UP WITH INFLATION? SOME DAYS STEEL GOES DOWN AND CONCRETE GOES UP; SOME DAYS CONCRETE COMES DOWN AND STEEL GOES UP. PRICES VARY ON DIFFERENT MATERIALS AT DIFFERENT TIMES OF THE YEAR DEPENDING UPON THE DEMAND. AND WHAT'S THE DELAY IN DELIVERY? HE HAS TO KNOW ALL THESE THINGS.

WHEN YOU INTERVIEW YOUR ARCHITECT, FIND OUT HOW HE ~~DOES~~ CONTROLS COST -- BY WHAT METHOD. FIND OUT HOW HE FIGURES THAT COST. IT IS VERY IMPORTANT TO YOU AND TO YOUR BOND ISSUE. WHEN THE ARCHITECT SELECTS EVERY MATERIAL THAT GOES INTO YOUR BUILDING, HE DETERMINES ITS VALUE TO YOU. HE IS AFFECTING THE COST OF YOUR BUILDING. AND WHEN YOU GO OUT TO SELECT YOUR ARCHITECT, YOU ARE SELECTING THE MAN WHO IS GOING TO DETERMINE THE COST OF YOUR BUILDING AND WHEN YOU MAKE THE SELECTION, WHEN YOU MAKE THAT DECISION, YOU ARE GOING TO BE DETERMINING YOUR VALUE TO THE PEOPLE THAT PUT YOU IN OFFICE.

CAN HE HOLD YOUR JOB WITHIN THE BUDGET? HE'D BETTER BE ABLE TO. SOME ARCHITECTS CAN ONLY MAKES ENDS MEET IN THE BED. WHAT'S HIS RECORD BEEN IN MEETING BUDGETS? WHAT ARE HIS BUILDINGS RUNNING COST-WISE? HOW DOES HE ARRIVE AT THESE COSTS? IS IT COST PER SQUARE FOOT? COST PER STUDENT? IF SO, HE DOESN'T HAVE ANY IDEA WHAT THIS BUILDING IS GOING TO COST, BECAUSE THAT DOESN'T TELL YOU A BLOOMIN' THING. YOU HAVE TO MAKE HIM ITEMIZE MATERIALS AND LABOR TAKE-OFF ON THAT BUILDING, AND MOST ARCHITECTS ARE NOT EQUIPPED TO DO THAT. MOST ARCHITECTS DON'T EVEN KNOW HOW. THEY HAVE TO GO HIRE SOMEBODY AND PUT HIM ON THEIR STAFF. ONLY THE COST ESTIMATE OF LABOR AND MATERIALS WILL TELL YOU WHAT YOUR BUILDING WILL COST.

WHEN YOU GET READY TO CHOOSE AN ARCHITECT, YOU NEED TO LOOK AT THE DIFFERENCES, AND RECOGNIZE THEM FOR WHAT THEY ARE.

All architects are not equal. You must know the difference.

A MAN AND HIS WIFE WERE WORKING IN THE YARD. SHE STARTED TALKING TO HERSELF. IN A MINUTE, SHE STALKED OVER TO HER HUSBAND AND KICKED HIM. *in the seat!*

"OH! WHAT WAS THAT FOR?"

"THAT IS FOR BEING A LOUSY LOVER."

THEY WENT BACK TO WORK, BUT THE HUSBAND THOUGHT ABOUT THE KICK FOR A FEW MINUTES. HE STALKED OVER TO HIS WIFE AND KICKED HER.

"WHAT WAS THAT FOR?"

"THAT IS FOR KNOWING THE DIFFERENCE."

You must know what makes them different!

YOU MUST NOT ONLY KNOW THE DIFFERENCES, BUT YOU MUST KNOW WHAT YOUR CHOICES ARE.

I WAS IN WASHINGTON LAST WEEK AND GOT ON BOARD THE PLANE TO COME HOME. I WAS SO TIRED -- I JUST PLOPPED DOWN IN MY SEAT. A FEW MOMENTS LATER, AN OLD GRUMP GOT ON THE PLANE - THE GRUMPIEST OLD GRUMP YOU EVER SAW. HE SAT DOWN RIGHT IN FRONT OF ME. ACROSS THE AISLE FROM HIM WAS SITTING A YOUNG, NICE-LOOKING FELLOW. A LITTLE LATER, THE STEWARDESS CAME THROUGH TAKING DRINK ORDERS. SHE ASKED THE OLD GRUMP, "SIR, MAY I GET YOU A DRINK?" HE RETORTED, "I DON'T TOUCH THE STUFF." THEN SHE TURNED TO THE NICE LOOKING YOUNG MAN ACROSS THE AISLE AND ASKED, "MAY I GET YOU SOMETHING?" "YES," HE SAID, "A SCOTCH AND WATER."

SHE BROUGHT THE DRINK BACK AND THOUGHT TO HERSELF HOW LONGINGLY THE OLD GRUMP WAS LOOKING AT HER. "ARE YOU SURE I CAN'T GET YOU SOMETHING, SIR?" SHE ASKED AGAIN. "LADY, I'D RATHER COMMIT ADULTRY THAN DRINK THAT STUFF," WAS HIS GRUFF REPLY.

JUST THEN, THE NICE GUY TAPPED HER ON THE SHOULDER AND SAID, "MA'AM, YOU CAN TAKE THIS DRINK BACK. I DIDN'T KNOW WE HAD THAT CHOICE."

AND BE FUSSY ABOUT YOUR CHOICE. BE FUSSY.

A MAN WAS ON HIS WAY BACK TO HIS OFFICE AFTER DINNER. HE RAN INTO THE CLEANING WOMAN AND STOPPED TO VISIT. SUDDENLY HE REALIZED HE WAS OUT OF CIGARETTES. THE CLEANING LADY SAID, "I'LL SEND MY SON AFTER SOME FOR YOU."

THE MAN REPLIED, "MARY, I THOUGHT YOU TOLD ME YOU WERE AN OLD MAID."

"MR. SMITH, I AM! BUT I'M NOT FUSSY ABOUT IT!!!"

LOOK AT THE DIFFERENCES, KNOW YOUR CHOICES, AND BE FUSSY, BECAUSE LUCK WILL NOT HAVE MUCH TO DO WITH IT. 9

NOW, HOW DO YOU GET TO KNOW WHAT ARCHITECT YOU WANT? HOW DO YOU FIND OUT WHAT YOU NEED TO KNOW ABOUT YOUR ARCHITECT? THERE IS NO PERFECT WAY, BUT LET ME MAKE A SUGGESTION TO YOU. AS QUICKLY AS POSSIBLE, REDUCE YOUR SELECTION TO THREE. THAT'S A'PLENTY. YOU GET TO KNOW THOSE THREE REAL, REAL, REAL WELL AND KNOW EVERYTHING THERE IS ABOUT THEM.

NOW, A POPULAR METHOD TODAY IS TO SEND OUT A QUESTIONNAIRE. A THOROUGH QUESTIONNAIRE. DON'T PUT DOWN QUESTIONS THAT CAN BE ANSWERED YES OR NO. YOU WANT TO KNOW CONCEPTS; YOU WANT TO KNOW WHAT'S THE COMPANY POLICY ON BUDGETS, MEETING YOUR BUDGETS. WHAT'S THEIR CONCEPT OF DESIGN? HOW DO THEY APPROACH DESIGN? WHAT ARE THEIR MANAGEMENT CONCEPTS FOR INDIVIDUAL GROWTH WITHIN THE FIRM? DO THEY USE EDUCATIONAL CONSULTANTS? WHAT DO THEY THINK ABOUT EDUCATIONAL CONSULTANTS? YOU CAN TELL BY THEIR ANSWERS.

ON A FORM A MAN FILLED OUT, WHERE IT SAID: CHURCH PREFERENCE - HE WROTE "RED BRICK".

ALL THIS TAKES TIME. YOU HAVE TO GO THROUGH ALL THESE QUESTIONNAIRES. YOU HAVE TO READ THEM. YOU HAVE TO EVALUATE THEM. AND YOU SHOULD SELECT THREE FIRMS.

THEN A LOT OF PEOPLE WANT TO GO LOOK AT A BUILDING. THAT'S A FAVORITE THING TODAY, AND THAT'S FINE, BUT WHEN YOU WALK INTO THAT BUILDING AND THE CARPET IS DIRTY, AND THE KIDS HAVE FOOTPRINTS (I DON'T KNOW HOW THEY GET THEM UP THERE) ABOUT 9 FEET OFF THE FLOOR, AND THE PLACE IS JUST DIRTY AND DINGY, CAN YOU LOOK PAST THAT DIRT AND SEE THE PROBLEM AND THE SOLUTION THAT WAS DEVELOPED BY THE ARCHITECT, OR ARE YOU GOING TO HOLD THE ARCHITECT GUILTY OF BAD DESIGN BECAUSE THE MAINTENANCE WAS NOT VERY WELL DONE?

AND THEN DO YOU CALL PAST CLIENTS? YES, YOU DO. BUT SUPERINTENDENTS OF EDUCATION TODAY ARE CHANGING FASTER THAN THE SEASONS OF THE YEAR, JUST ABOUT. AND BE SURE, WHEN YOU CALL THAT SUPERINTENDENT, THAT HE IS THE ONE THAT WORKED WITH THE ARCHITECT AND THAT HE IS THE ONE THAT HIRED HIM. ARCHITECTS GET TIED INTO A SUPERINTENDENT. WHEN A SUPERINTENDENT HIRES US AND HE MOVES ON, THE NEXT SUPERINTENDENT COMES IN AND NORMALLY THINKS, THAT ARCHITECT BELONGS TO THAT OTHER SUPERINTENDENT AND HE WAS A CROOK AND A LOUSE, AND SO THE ARCHITECT, LIKEWISE, IS CROOKED AND LOUSY, SO WE BEST GET RID OF HIM. BE SURE THAT HE IS THE SUPERINTENDENT THAT WORKED WITH THE ARCHITECT.

THE MOST FAVORITE METHOD IS AN INTERVIEW.

A BOSS INTERVIEWING FOR A NEW SECRETARY ASKED ONE APPLICANT, "DO YOU EVER TELL LIES?" SHE SAID, "NO, SIR, BUT I CAN LEARN."

OFTEN, AN INTERVIEW GETS TO BE A PERSONALITY CONTEST. I HAVE ACTUALLY, BELIEVE IT OR NOT, BEEN TO AN INTERVIEW SYSTEM WHERE THEY INTERVIEWED ABOUT 5 ARCHITECTS, AND THEY GAVE US 5 MINUTES TO TELL ALL THERE WAS ABOUT OUR FIRM AND THAT'S ALL THE TIME WE WERE ALLOTTED AND THE ALARM CLOCK WENT OFF AT THE END OF 5 MINUTES. THAT'S THE SHORTEST TIME PERIOD I HAVE EVER HAD. IT WAS AN ABSOLUTE WASTE OF EVERYBODY'S TIME. YOU DON'T GET TO KNOW ANYBODY, YOU DON'T KNOW WHETHER YOU CAN COMMUNICATE WITH THAT ARCHITECT OR WHETHER HE CAN COMMUNICATE WITH YOU.

THEN, A LOT OF PEOPLE SAY I WANT TO GET TO KNOW THE PEOPLE I AM GOING TO WORK WITH. I WANT TO KNOW THE MAN WHO IS GOING TO WORK ON MY JOB. WELL, THAT IS FINE. BUT THE MAN WHO IS GOING TO WORK ON YOUR JOB KNOWS HOW TO DRAW, HE KNOWS HOW TO PROGRAM, HE KNOWS HOW TO TALK TO TEACHERS, BUT HE DOESN'T KNOW HOW TO PRESENT THE CONCEPTS OF MANAGEMENT THAT YOU NEED TO KNOW ABOUT. IT'S GOOD TO GET TO KNOW HIM AND FIND OUT IF HE CAN COMMUNICATE. HE MAY BE SO STUCK ON HIMSELF, BEING THE GREATEST DESIGNER IN THE WHOLE WORLD, THAT HE CAN'T COMMUNICATE WITH ANYBODY. SO IT'S GOOD THAT YOU GET TO KNOW THEM, BUT DON'T BASE IT ALL ON THAT.

IF YOU DON'T KNOW ALREADY, YOU SOON WILL, AN ARCHITECT WILL NOT CONFESS HIS FAULTS. AND UNFORTUNATELY, YOU DO NOT HAVE A DIVINE MIND WHEREBY YOU CAN LOOK INTO A MAN'S HEART AND SEE HIS FAULTS.

YOU HAVE TO BE HONEST WITH YOURSELF. YOU HAVE TO DETERMINE WHAT IT IS YOU REALLY WANT TO ACCOMPLISH. THEN AFTER YOU DECIDE THAT, YOU HAVE TO DECIDE HOW YOU WANT TO ACCOMPLISH IT. AND WHAT ARE YOU GOING TO GIVE UP TO ACCOMPLISH IT? WHO DO YOU NEED TO HELP YOU ACCOMPLISH IT? AND IF ONE OF THOSE ON THAT LIST IS AN ARCHITECT, THEN WRITE DOWN A JOB DESCRIPTION FOR THAT ARCHITECT. I NEED AN ARCHITECT WITH EXPERIENCE IN HIGH SCHOOLS. I NEED AN ARCHITECT WHO HAS A FIRM WITH DEPTH OF MANAGEMENT.

... I WANT AN ARCHITECT WITH A GOOD REPUTATION. I WANT ONE THAT KNOWS HOW TO MAKE A PROFIT FOR HIMSELF BECAUSE IF HE CAN'T MAKE A PROFIT FOR HIMSELF, HE CERTAINLY CAN'T HANDLE MY MONEY. I WANT AN ARCHITECT WITH A MINIMUM OF FOUR ARCHITECTS IN THE FIRM THAT KNOW SCHOOL PROJECTS. ONE COULD GET WIPED OUT IN A CAR WRECK.

WHEN YOU INTERVIEW AND SELECT ARCHITECTS, YOU HAVE TO KNOW WHAT YOU ARE DOING. AND YOU HAVE TO PREPARE YOURSELF AND WATCH THE ARCHITECT. THE ARCHITECT HAS TO TAKE WHAT HE KNOWS AND GET IT ACROSS TO OTHERS AND GET YOU TO COMMUNICATE TO HIM AS TO WHAT YOUR PROBLEMS ARE. AND ONLY THEN, CAN HE SOLVE YOUR PROBLEM.

PROBLEMS MUST BE FACED - NOT PUT OFF.

A LADY CALLED FROM EUROPE TO ASK HOW HER CAT WAS DOING WHILE SHE WAS GONE.

HER HUSBAND SAID, "HE'S DEAD."

THAT UPSET HER. SHE LOVED THAT CAT. WHEN SHE PULLED HERSELF BACK TOGETHER, SHE SAID, "WHY DID YOU DO THAT? YOU'VE RUINED MY TRIP. I'VE NEVER BEEN THIS UPSET. WHY DIDN'T YOU SAY MY LOVELY CAT WAS ON THE ROOF BUT THE FIRE DEPARTMENT IS TRYING TO GET HER DOWN; AND WHEN I CALLED FROM ROME, YOU COULD HAVE TOLD ME SHE FELL

OFF THE ROOF, BUT THE VET SAID SHE HAD A GOOD CHANCE; AND WHEN I CALLED FROM VIENNA, YOU COULD HAVE SAID, SHE HAS STOPPED RESPONDING TO MEDICATION; AND FROM STOCKHOLM, YOU COULD HAVE SAID THEY ARE GIVING HER OXYGEN. BUT NO! YOU HAD TO RUIN MY WHOLE TRIP. BY THE WAY, HOW IS MOTHER?"

"SHE'S UP ON THE ROOF."

AS YOU DISCUSS YOUR PROBLEMS WITH YOUR ARCHITECT, YOU WATCH HIM CLOSE - REAL CLOSE. CHECK HIS INTEREST LEVEL. CHECK HIS LISTENING LEVEL. CHECK HIS INTEREST IN YOUR PROBLEM. CHECK HIS ATTITUDE TOWARD YOUR PROBLEM. IF HE IS NOT INTERESTED IN YOUR PROBLEM, IF HE IS NOT WILLING TO LISTEN TO YOU, IF HE SEEMS INSINCERE, DROP HIM. A PROBLEM-SOLVER LISTENS TO THE DESCRIPTION OF A PROBLEM AND THEN HE SETS OUT TO SOLVE THE PROBLEM.

A LITTLE BOY WAS CRYING, AND HIS FRIEND ASKED HIM WHAT WAS WRONG. "MY PARENTS WON'T BUY ME A PUPPY," WAS HIS TEARFUL REPLY. THE LITTLE FRIEND SAID, "YOU WENT ABOUT IT ALL WRONG. YOU SHOULD HAVE ASKED THEM FOR A BABY BROTHER -- THEY'LL SETTLE FOR A PUPPY EVERY TIME."

THIS IS A TRUE STORY. A LAW PROFESSOR AT YALE UNIVERSITY USED TO BEGIN HIS CLASS IN LAW EVERY YEAR WITH 2-4-6 WRITTEN ON THE BOARD - - - THEN HE WOULD GO AROUND THE ROOM FOR THE ANSWER. WHAT'S THE ANSWER? SOME WOULD SAY 8; SOME WOULD SAY 16; SOME WOULD SAY 4; SOME WOULD SAY 0; SOME WOULD SAY 10. HE WENT ALL THE WAY AROUND THE ROOM AND SAID YOU WERE ALL WRONG, BECAUSE NOT ONE OF YOU ASKED ME WHAT WAS THE PROBLEM. YOU CANNOT SOLVE THE PROBLEM UNTIL YOU KNOW WHAT IT IS.

IF HE IS NOT INTERESTED IN YOUR PROBLEM AND THE SOLUTION OF THAT PROBLEM, THEN THERE IS ONLY ONE THING THAT HE IS INTERESTED IN, AND THAT IS YOUR MONEY. AND I WOULD SUGGEST THAT YOU DROP HIM FROM YOUR LIST OF CONSIDERATION AS QUICKLY AS POSSIBLE. BUT IT IS UP TO YOU TO FIND YOUR REAL PROBLEM AND BE ABLE TO STATE IT.

Be honest with yourself! about your problem.

A MAN HAD JUST ONE HAIR ON HIS HEAD AND THAT'S ALL. HE LOVED THAT ONE HAIR. IT WAS SO DEAR TO HIM. HE MASSAGED IT. HE WASHED IT. HE PUT TONIC ON IT. HE COMBED IT.

ONE MORNING, HE GOT UP AND THERE WAS THAT HAIR ON HIS PILLOW. HE LOOKED DOWN AT IT AND TEARS CAME TO HIS EYES. HE SAID, "MY GOODNESS, I'M BALD."

YOU MUST KNOW WHAT YOUR PROBLEMS ARE BEFORE AN ARCHITECT CAN DEAL WITH THEM.

Some people will work around their problems.

LATE ONE SATURDAY, AN ELDERLY MAN AND BLONDE WALKED INTO A FUR STORE. THE CLERK CAME UP TO THEM AND ASKED, "MAY I HELP YOU?"

THE MAN SAID, "SHE WANTS A FUR COAT. GIVE HER WHATEVER SHE WANTS. COST IS NO OBJECT."

THE BLONDE AND THE CLERK CAME BACK WITH A $28,000 MODEL.

THE MAN SAID TO THE CLERK, "WE WILL PICK IT UP MONDAY. I KNOW YOU WILL NEED TO ALTER IT AND CHECK OUT MY CREDIT."

MONDAY, WHEN THE MAN WALKED INTO THE STORE, THE MANAGER SAID, "YOU HAVE THE GALL OF HITLER TRYING TO CHARGE THAT COAT. YOUR CREDIT IS SO BAD, I WOULDN'T EVEN TAKE YOUR CASH."

THE MAN SAID, "WAIT A MINUTE. I DON'T WANT THE COAT. I JUST

came by

TO THANK YOU FOR A GREAT WEEKEND."

RECOGNIZE THE OBVIOUS -- DON'T LET IT JUST SLIDE BY UNNOTICED -- IT WILL COME BACK TO HAUNT YOU LATER.

IF ROOF LEAKS ARE WHAT YOU HAVE ON YOUR MIND AS A PROBLEM, SAY SO. AND IF THAT ARCHITECT COMES BACK TO YOU AND SAYS, "FOLKS, MY FIRM HAS NEVER HAD A ROOF LEAK, HE IS A LIAR. OR HE HAS NEVER DONE A BUILDING WITH A ROOF ON IT. OR HE HAS BEEN IN BUSINESS A DAY OR TWO. ABOUT TEN YEARS AGO, EVERY ROOFING MANUFACTURER IN THE U. S. CAME OUT WITH WHAT THEY CALLED THE TWO-PLY SYSTEM, AND IT WAS GOD'S GIFT TO THE ANTI-LEAK MOVEMENT. AND IT LEAKS LIKE A SIEVE. CELOTEX TODAY HAS ROUGHLY $200 MILLION WORTH OF LAWSUITS AGAINST THEM BECAUSE OF THAT TWO-PLY SYSTEM. SO DOES EVERY OTHER ROOFING MANUFACTURER TODAY. IF EVERYBODY WINS EVERY LAWSUIT AGAINST EVERY ROOFING MANUFACTURER TODAY, THERE WILL BE NO ROOFING MANUFACTURERS IN AMERICA.

WE HAVE ADDED INSULATION BENEATH OUR ROOFS, AND THIS HAS CAUSED A GREATER SHOCK TO THAT ROOF. IN THE WINTERTIME AT NIGHT IT WILL GET DOWN BELOW FREEZING, WAY BELOW FREEZING, AND IN THE DAYTIME, THAT ROOFING FELT WILL GET UP TO 150 DEGREES WITH THE SUN BEARING DOWN ON IT, AND THE INSULATION STOPS THAT HEAT FROM TRANSFERRING TO ANYTHING ELSE EXCEPT THAT ROOFING FELT. AND IT EXPANDS, AND AT NIGHT, IT GOES DOWN BELOW FREEZING, AND IT SPLITS THAT ROOF. I HAVE SEEN IT SPLIT ALL THE WAY ACROSS A BUILDING.

NOW, WE HAVE COME UP WITH WHAT WE CALL A CARLISLE ROOF SYSTEM. I DIDN'T - SOMEBODY ELSE DID - MR. CARLISLE I GUESS. IT'S A GERMAN SYSTEM. IT'S A COMPLETE SINGLE SHEET OF RUBBER, AND SO FAR, THERE HAS BEEN ONE LEAK, I BELIEVE THAT WAS ON A CINCINNATI PROJECT, AND IT WAS CORRECTED VERY QUICKLY. I DON'T KNOW THAT IT'S THE COMPLETE ANSWER, BUT IT LOOKS LIKE IT'S THE BEST ANSWER SO FAR. IT'S A GOOD ATTEMPT TO HANDLE A PROBLEM SITUATION. WE FACE ALL KINDS OF PROBLEMS THAT WE MUST DEAL WITH.

A MAN WENT TO BUFORD'S NEW AND USED CAR LOT, AND HE BOUGHT HIMSELF A USED CAR. HE DROVE OVER TO DUTCH AND JUDY'S TAVERN. HE WENT IN AND BOUGHT HIMSELF TWO BEERS AND STARTED BLABBING ABOUT HIS NEW CAR AND HOW MUCH IT COST. HE WENT BACK OUT 5 BEERS LATER AND SOMEBODY HAD FLUNG YELLOW PAINT ALL OVER HIS CAR. HE GOT HOT! HE STORMED BACK INTO THE TAVERN AND SAID, "I WANT TO SEE THE DIRTY NO-GOOD SON OF A SKUNK THAT FLANGED THAT PAINT ON MY NEW CAR?"

THIS MOUNTAIN BOY STOOD UP - 6'-5", 325 LBS. - "I FLANGED THAT PAINT ON THERE. WHY?"

"WELL, ER, UH, I JUST WANTED TO TELL YOU, YOUR FIRST COAT'S DRY."

A LADY CALLED AN ARCHITECT: "YOU DO SOMETHING ABOUT THIS APARTMENT TODAY. EVERY TIME A TRAIN COMES BY, IT SHAKES ME OUT OF BED. NOW, WHAT ARE YOU GOING TO DO ABOUT IT?"

THE ARCHITECT ANSWERED, "LADY, I FIGURED THOSE FOOTINGS MYSELF AND THE TRACKS ARE A BLOCK AWAY -- I'LL BE RIGHT OVER."

HE ARRIVED. SHE SAID, "JUST WAIT FOR A TRAIN. I'LL SHOW YOU WHAT I MEAN. GET IN THE BED WITH ME AND I'LL SHOW YOU. YOU DON'T BELIEVE ME, BUT I'LL SHOW YOU."

HE DID AND HER HUSBAND CAME HOME: "WHAT ARE YOU DOING IN BED WITH MY WIFE?"

"WOULD YOU BELIEVE, I'M WAITING FOR A TRAIN?"

YOU AND YOUR ARCHITECT HAVE TO COMMUNICATE, AND HE CAN HELP YOU AT ALL TIMES. YOU HAVE TO BE ABLE TO TALK TO HIM, AND HE HAS TO BE ABLE TO TALK TO YOU.

WHEN YOU COMMUNICATE, BE CAREFUL WHAT YOU SAY. THE ANSWER NEEDS TO BE RIGHT. SPEAK IN SIMPLE TERMS.

A GUY WAS ON SAFARI OVER IN AFRICA HUNTING ELEPHANTS. HE WAS RUNNING THROUGH THAT ELEPHANT GRASS AND PUSHED SOME BACK AND THERE LAY THIS GIRL ON A BLANKET IN A SARONG AND WAS THE MOST BEAUTIFUL BLONDE YOU EVER SAW. HE SAID, "ARE YOU GAME?" SHE SAID, "YES."

SO HE SHOT HER!

COMMUNICATE WITH YOUR ARCHITECT. HAVE TWO-WAY COMMUNICATION. LET HIM TALK TO YOU AND YOU TALK TO HIM. HE HAS TO BE ABLE TO COMMUNICATE WITH YOU. LISTEN TO WHAT YOUR ARCHITECT TELLS YOU. IT COULD BE HELPFUL. ALSO, WHAT HE TELLS YOU, TELLS YOU A WHOLE LOT ABOUT HIMSELF. AND YOU NEED TO KNOW ALL YOU CAN ABOUT THIS MAN. WHAT HE TELLS YOU WILL ALSO TELL YOU WHAT HE DOESN'T KNOW. SO COMMUNICATE. YOU COMMUNICATE, AND GET THE ARCHITECT TO COMMUNICATE.

AND YOU ARE GOING TO HAVE DISAGREEMENTS. IF YOU DON'T HAVE DISAGREEMENTS, SOMEBODY ON THE TEAM IS NOT THINKING. A COUPLE GOT MARRIED, AND THEY SAID THEY WERE NEVER GOING TO HAVE A DISAGREEMENT AS LONG AS WE LIVE. HE CAME HOME ONE NIGHT AND SAID, "HONEY, I'VE MADE A DECISION I WANT TO BE AN ODD FELLOW. "EVERYBODY IN MY FAMILY HAS BEEN A MASON, AND I DID SO HOPE YOU WOULD BE A MASON," THE WIFE REPLIED. HE SAID, "BUT I WANT TO BE AN ODD FELLOW." THEY DIDN'T HAVE A DISAGREEMENT ABOUT IT. SHE CRIED. SHE CRIED FOR DAYS. SHE CROSSED HER LEGS AND FOLDED HER ARMS AND JUST SAT THERE. HE SAID, OK, YOU WIN, I'LL BE A MASON." SO HE GOES OFF TO THE INITIATION. HE COMES BACK HOME AND SHE SAID, "WELL, TELL ME ABOUT IT." HE SAID, "I CAN'T. I TOOK AN OATH THAT I WOULDN'T TELL A SOUL." SO SHE CROSSES HER LEGS AND FOLDS HER ARMS AND CRIES. SHE WOULDN'T

TALK TO HIM. HE SAID, "OK, YOU WIN. I'LL TELL YOU ABOUT IT. THEY BLINDFOLDED ME AND TOOK ME DOWN THIS HALL AND LED ME INTO THIS ROUND ROOM AND TOOK THE BLINDFOLD OFF AND THERE WERE MIRRORS ALL OVER THE CEILING. THERE WERE BLUE VELVET DRAPES ON THE WALL. THE CARPET HAD THE DEEPEST PILE I HAVE EVER STOOD ON IN MY LIFE. IT WAS SO SOFT TO MY FEET. AND IN THE MIDDLE WAS THIS RED SATIN COVERED BED WITH THE MOST BEAUTIFUL NUDE BLONDE ON IT YOU'VE EVER SEEN" AND THE WIFE SAID, "HONEY, YOU DIDN'T." HE SAID, "IF I DIDN'T, I WOULD HAVE BEEN AN ODD FELLOW."

YOU NEED TO KNOW ALL YOU CAN ABOUT THE ARCHITECT. DOES HE KNOW HOW AND IS HE WILLING TO DELEGATE RESPONSIBILITY: or does He try to do it all himself.

A BRIDE-TO-BE SAID TO HER MOTHER: "THERE ARE SO MANY DETAILS TO TAKE CARE OF, AND I WANT IT TO BE PERFECT. I HOPE I DON'T MISS THE MOST INSIGNIFICANT DETAIL."

THE MOTHER SAID, "HONEY, DON'T YOU WORRY YOUR PRETTY, SWEET HEAD ABOUT THAT. I'LL SEE THAT HE'S HERE."

DOES HE GIVE MEMBERS OF HIS STAFF A CHANCE TO TACKLE A PROBLEM AND THEN BACK OFF AND JUST GIVE THEM GUIDANCE?

A SECRETARY SAID TO HER BOSS: "YOUR LITTLE GIRL WANTS TO GIVE YOU A KISS OVER THE PHONE."

THE BOSS REPLIED, "TAKE THE MESSAGE. I'LL GET IT FROM YOU LATER."

OR IS HE A ONE-MAN SHOW? DOES HE HOG THE WHOLE SHOW? IF HE THINKS HE IS GOD'S GIFT TO THE ARCHITECTURAL WORLD AND HE IS A ONE-MAN SHOW, YOU WOULD BE BETTER OFF IF YOU DROP HIM AND GO TO SOMEBODY WHO UNDERSTANDS THE IMPORTANCE OF THIS FUNDAMENTAL PRINCIPLE.

How does he feel about educational consultants? You need an educational consultant. Your educational consultant and your architect should be working together, working with your teachers. Even consider getting some students involved. And above all, you don't want an architect who does the work back in his ivory tower. You want your building designed, if it's going to be in this county, right here. Or if you are working on an elementary school, where the elementary school teachers are going to be involved, and they are already in an existing building, let him work in a classroom over there. He needs one week. He needs to work with the teachers. He needs to work with you. You need to be able to confer with him every day to see how he is coming along. If you see something wrong come out on that piece of paper, stop him right then. Say hey, hold it. I don't like it. Here's why. Every architect is proud of his work. And the longer those lines are drawn, the harder his mind becomes to change. He will resist, he will argue, and when it's just fresh on the paper, he is a lot more receptive to changes.

Michaelangelo was painting the Sistine Chapel. All that agony in his body was coming out through the paint brush. The Pope came through and said, "Come on down; we decided to paper it."

And you want reception to changes. You want him concentrating on your job and not worrying with phone calls from other people. He can work on your job and your job alone and see it all the way through. And you are working there together. The teachers can see him. You can see him. He can work with you.

You want your school tailor-made to suit you. If he is right there with you, you can see that it is.

A MAN BOUGHT A NEW SUIT - A TAILOR MADE SUIT. HE WAS WALKING DOWN THE STREET THE OTHER DAY AND MET A FRIEND AND WERE PASSING THE TIME OF DAY. HIS FRIEND DIDN'T SAY ANYTHING ABOUT THE SUIT, SO HE SAID, "HOW DO YOU LIKE MY SUIT?" AND HE SAID, WELL, I LIKE IT FINE." HE SAID, "IT'S TAILOR MADE, YOU KNOW." HE SAID, "OH, IF IT'S TAILOR MADE, YOUR RIGHT SLEEVE IS SHORTER THAN YOUR LEFT, AND SO IF I WERE YOU, I'D GET IT FIXED," HE SAID, "I'M GOING TO. I'M GOING DOWN TO THE TAILOR RIGHT NOW."

HE WALKED INTO THE TAILOR SHOP AND SAID, "LOOK TAILOR, MY RIGHT SLEEVE IS SHORTER THAN MY LEFT SLEEVE. WHAT ARE YOU GOING TO DO ABOUT IT?" THE TAILOR SAID, "NO PROBLEM. DON'T WORRY ABOUT IT. YOU JUST HOLD THAT SLEEVE UP LIKE THAT FOR A COUPLE OF WEEKS AND EVERYTHING WILL BE ALL RIGHT."

SO HE WAS WALKING DOWN THE STREET AND SAW THIS OTHER FRIEND OF HIS. THEY WERE PASSING THE TIME OF DAY, AND HE SAID, "HOW DO YOU LIKE MY SUIT?" HE SAID, "I LIKE IT FINE." HE SAID, "IT'S TAILOR MADE." HE SAID, "WELL, IF IT'S TAILOR MADE, THAT RIGHT THERE PUCKERS OUT TOO MUCH AND I'D GET IT FIXED." HE SAID, "I'M GOING TO. I'M GOING RIGHT NOW DOWN TO THE TAILOR SHOP."

SO HE GOES INTO THE TAILOR AND SAID, "LOOK THERE. THIS TAILOR MADE SUIT I PAID $400 FOR AND I DON'T THINK THAT LAPEL OUGHT TO PUCKER LIKE THAT." HE SAID, "NO PROBLEM. IF YOU WILL JUST DO THIS FOR THREE WEEKS EVERYTHING WILL BE ALL RIGHT."

SO HE WAS WALKING DOWN THE STREET, AND HE SEES THIS FRIEND AND THEY START TALKING AND HE SAID, "HEY, HOW DO YOU LIKE MY SUIT?" HE SAID, "I LIKE IT FINE." HE SAID, "IT'S TAILOR MADE, YOU KNOW." HE SAID, "IT IS? DID YOU KNOW IT WAS TOO BIG IN THE CROTCH?" HE SAID, "NO, I DIDN'T KNOW THAT." HE SAID, "IF I WERE YOU, I'D TAKE IT BACK TO THE TAILOR AND GET IT FIXED." HE SAID, "I'M GOING TO RIGHT NOW."

So he goes down to the tailor shop and said, "Tailor, look here. This is a tailor made suit, I paid $400 for it, and it's too big in the crotch. Now, what are you going to do about it?" He said, "Well, it's simple. You just walk around like this for a while."

He was walking down the street and these two men see him and one said, "Boy, what in the world is the matter with him?" The other man said, "I don't know, but did you see that good looking suit he had on?"

Now, you don't want to have to make your school building fit your program like that man's suit.

The architect you hire must be a man with a basic quality. Face it fairly, squarely, and quickly, and solve it and get on with it. So many people will say - if I let that problem alone, it will go away.

Be sure that your architect is a man of action. And do not confuse activity with results. It's results that you want. And it's results that you deserve.

Two men went on a hunting trip. They took off for New York. They flew as far as they could go by commercial jet, and they chartered a piper cub with pontoons on it and flew on further into the mountains, with beautiful scenery, and landed on this lake, went up to the pier and their guide met them. They loaded all their gear in his jeep and went up to his house and had dinner. He said, "Now, I've got this couch in the living room and I've got my bed in yonder and one of you can sleep with me and one can sleep in here." So they drew straws and they went to bed. The next morning the one that slept

WITH THE GUIDE CAME AND SHOOK HIS FRIEND AND SAID. "GET UP - WE'RE GOING HOME." "WE CAME UP HERE FOR A REST AND I'VE NOT SHUT MY EYES ALL NIGHT LONG. I AM A NERVOUS WRECK. THAT GUIDE SNORED ALL NIGHT LONG, AND I'VE HAD IT. I'M FED UP. "WE'RE GOING HOME."

THE FRIEND SAID, "WAIT A MINUTE NOW. JUST RELAX. I'LL TAKE CARE OF THE PROBLEM TONIGHT." HE SAID, "IT WON'T DO ANY GOOD. IT'S JUST LIKE A FREIGHT TRAIN GOING BACK AND FORTH, BACK AND FORTH, ALL NIGHT LONG. I AM JUST A WRECK!" HE SAID, "I KNOW, RELAX. I'LL TAKE CARE OF THE PROBLEM."

SO THAT NIGHT, THEY SWAPPED. THE MAN WAS SO TIRED, HE SLEPT LIKE A LOG. THE NEXT MORNING, HIS FRIEND SHOOK HIM AND SAID, "GET UP. IT'S TIME TO GO." HE SAID, "YOU HAD A GOOD NIGHT'S SLEEP?" "YES," WAS THE ANSWER. "HE ASKED, "DIDN'T THE GUIDE SNORE?" "NO, HE DIDN'T SNORE ONCE ALL NIGHT LONG," WAS THE REPLY.

"WHAT DID YOU DO?" HE ASKED. "WELL, WHEN HE REACHED UP TO TURN THE LIGHT OFF I SAID, KISSSSSSS - LOVE YOU."

YOU WANT RESULTS. *and you want an Architect who will get on with it.*

A MAN NAMED CLYDE WAS CATCHING FISH WHEN NO ONE WAS GETTING EVEN A BITE. THE GAME WARDEN BECAME INTERESTED. CLYDE WAS BRINGING THEM IN BY THE TUBFULL. THE GAME WARDEN SAID, "CLYDE, I WANT TO WATCH YOU TOMORROW."

SO THEY WENT FISHING AND AT 6:30 NO ONE HAD HAD EVEN A NIBBLE. SO CLYDE REACHES UNDER HIS SEAT AND PULLS OUT SOME DYNAMITE, LIGHTS IT, AND THROWS IT INTO THE LAKE.

BOOM!! FISH ARE COMING UP ALL OVER THE PLACE. CLYDE TAKES THE BOAT AROUND THE LAKE AND PUTS'EM ALL IN A TUB, WHILE THE GAME WARDEN IS PREACHING AND SCREAMING ABOUT HOW THAT IS ILLEGAL, AND HOW HE IS GOING TO TAKE HIM TO JAIL.

CLYDE REACHES UNDER HIS SEAT, GETS ANOTHER STICK OUT AND LIGHTS IT. HE HANDS IT TO THE GAME WARDEN.

"NOW ARE YOU GOING TO TALK ALL DAY OR ARE YOU GOING TO FISH?"

THE ARCHITECT NEEDS TO KNOW THE MEANING OF ADDED VALUE BENEFITS IN YOUR BUILDING AND PEOPLE. YOU HAVE TO GET THE ADDED VALUES IN YOUR BUILDING FOR YOUR CHILDREN AND FOR THE STAFF. YOU HAVE TO GET ADDED VALUES IN HIS SERVICE FOR THE BENEFIT OF HIS CLIENT AND HIS PRACTICE. YOU HAVE TO GET ADDED VALUES IN HIS STAFF FOR THEIR PERSONAL DEVELOPMENT AND FOR THEIR DEDICATION TO THE CLIENT.

FIND OUT IF THE ARCHITECT IS INNOVATIVE.

YOU'ALL HAD A BURGLAR HERE IN DENVER LAST NIGHT. I READ ABOUT IT A WHILE AGO IN THE NEWSPAPER. HE STOLE EVERYTHING BUT THE HAIR TONIC AND THE BIRTH CONTROL PILLS IN A DRUG STORE. SOME DETECTIVE IS OUT LOOKING FOR A BALDHEADED CATHOLIC.

BY INNOVATIVE, I DON'T MEAN ROUND SCHOOLS. THEY WERE THE FAD A FEW YEARS AGO -- JUST LIKE SPLIT LEVEL HOUSES. YOU KNOW, WHEN I WAS A KID AND YOU LIVED OVER A GARAGE, YOU DIDN'T TELL ANYBODY.

INNOVATIVE THINKING MEANS WHEN YOU SEE SOMETHING OVER HERE AND YOU CAN TAKE IT AND USE IT OVER THERE FOR SOMEBODY ELSE'S BENEFIT. NEWTON HAD IT. HE WAS SITTING UNDER AN APPLE TREE ONE DAY AND THIS APPLE FELL AND HIT HIM ON THE HEAD AND HE PICKED UP THAT APPLE AND SAID, "SAY, THAT'S GRAVITY. WE CAN USE THAT IN A LOT OF PLACES."

TENNESSEE IS THE ONLY STATE TO INTRODUCE A LAW TO ABOLISH GRAVITY.....IT ONLY FAILED BY ONE VOTE!

INNOVATION!

THIS KID KISSED HIS GIRLFRIEND GOOD NIGHT THE OTHER NIGHT AND IT TOOK HER 3-3/4 MINUTES TO BREAK ALOOSE. SHE SAID, "WOW! I'VE NEVER BEEN KISSED LIKE THAT IN MY ENTIRE LIFE. WHERE DID YOU LEARN HOW TO KISS LIKE THAT?"

HE SAID, "SIPHONING GAS OUT OF A TRACTOR."

INNOVATION! IS YOUR ARCHITECT INNOVATIVE? CAN HE LEARN SOMETHING DOWN IN MISSISSIPPI AND USE IT TO YOUR BENEFIT OUT HERE? CAN HE LEARN SOMETHING ON THIS TYPE OF JOB AND USE IT ON YOUR PARTICULAR JOB? WILL HIS INNOVATIVE IDEAS BENEFIT YOU? LOOK AT HIS WORK. EXAMINE IT. BENING INNOVATIVE DOESN'T COME EASY. IT TAKES TIME. IT TAKES THINKING. SOMETIMES IT SEEMS AS THOUGH IT MAY BE A FAD TO BE INNOVATIVE, AND A FAD THATNEEDS TO BE RESISTED.

MAKE YOUR FEE REASONABLE - 5-6 PERCENT ON A NEW BUILDING. BUT MAKE IT CONVERTIBLE TO A FIXED FEE AT THE TIME YOU ARE IN DESIGN AND YOU APPROVE THE BUDGET. BE SURE IT BECOMES A FIXED FEE. OTHERWISE, WHEN THE ARCHITECT SAVES YOU MONEY DURING WORKING DRAWING STAGES, HE'S WORKING AGAINST HIMSELF. WE JUST FINISHED A JOB NOT TOO LONG AGO WHERE WE SAVED THE OWNER $354,000 DURING THAT STAGE. IF WE HAD HAD TO REDUCE OUR FEE, IT WOULD HAVE THROWN US WAY OVER INTO A LOSS. WE WOULD HAVE HAD TO GIVE UP SOMETHING LIKE $18,000. WE COULDN'T HAVE AFFORDED IT.

DON'T ASK HIM TO CUT ~~YOUR COST~~ his fee. HE WILL SIMPLY RE-USE OLD DETAILS. HE WILL TAKE THIS KITCHEN DESIGN FROM THIS SCHOOL AND PUT IT HERE, IF IT WILL WORK, AND NOBODY WILL EVER KNOW THE DIFFERENCE. HE'LL TAKE THE EQUIPMENT ~~BIDS~~ specs ON ALL THESE OLD KITCHEN ITEMS AND PUT IT IN THE SPEC. HE'LL USE PARTS OF AN EXISTING DESIGN, AND THE CLIENT IS THE LOSER.

LET ME TELL YOU A SECRET ABOUT SELLING. IT IS IMPORTANT TO YOU IF YOU ARE GOING TO BE BUYING. A PERSON SELLING TELLS FROM HIS CONSCIOUS MIND. BUT THE CONSCIOUS MIND CAN ONLY IMPART KNOWLEDGE. WE SELL FROM THE SUBCONSCIOUS MIND. WE CAN TRANSFER THE KNOWLEDGE TO THE OTHER PARTY FROM THE CONSCIOUS, BUT WE CAN ONLY TRANSMIT FEELINGS FROM THE SUBCONSCIOUS. THE SUBCONSCIOUS NORMALLY CANNOT LIE. IF THE ARCHITECT TELLS YOU SOMETHING THAT IS UNTRUE, HIS SUBCONSCIOUS WILL GIVE HIM AWAY SOME WAY. WATCH HIS EYES. TOO FEW ARCHITECTS AND TOO FEW SCHOOL BOARD MEMBERS, I AM AFRAID, KEEP THEIR VALUES IN PROPER ORDER. KEEP OUR PRIORITIES AS THEY SHOULD BE. MOST OF US ARE CONCERNED OVER WHAT WE HAVE, OR WHAT WE CAN GET, RATHER THAN WHAT WE ARE. SO MANY ARCHITECTS ARE CONCERNED OVER MAKING A GOOD SALE THAT THEY FORGET TO BE A GOOD SALESPERSON OR A GOOD ARCHITECT. THEY ARE MORE CONCERNED OVER THEIR BUSINESS TITLE THAN THEIR HUMAN LIFE AND ITS INFLUENCE. BUT THE SUBCONSCIOUS WILL TELL YOU WHAT THE REAL PERSON IS LIKE.

PEPSI-COLA HITS THE _____! DOES ANYBODY REMEMBER?

WHERE WERE YOU THE DAY KENNEDY WAS SHOT? EVERY SINGLE ONE OF US REMEMBERS EXACTLY WHERE WE WERE. BUT NOTICE ONE THING. WHEN YOU RECALL THAT, YOU HAVE AN EMOTIONAL FEELING ABOUT THE SITUATION, DON'T YOU? IT'S YOUR SUBCONSCIOUS THAT DISPLAYS THE EMOTION.

IF YOU ARE EVER GOING TO HIRE AN ARCHITECT, TREAT HIM HONORABLY, TREAT HIM FAIRLY, DON'T EXPECT HIM TO FIGHT YOUR VOTERS FOR YOU.

OH YES. ONE LAST THING ABOUT THE SUBCONSCIOUS. PEOPLE IN GLASS HOUSES SHOULD NOT THROW _____. ONE GROUP ANSWERED THAT QUESTION WITH "WILD PARTIES."

IF YOU HAVE A PROBLEM WITH YOUR BUILDING, AND IT'S FAULTY WORKMANSHIP, DON'T LET YOUR LAWYER HAVE A SHOTGUN LAWSUIT AND SUE EVERYBODY IN SIGHT. BECAUSE YOU ARE GOING TO LOSE ONE OF THE MOST VALUABLE ALLIES YOU HAVE IN THAT LAWSUIT.

WHEN YOU SUE YOUR ARCHITECT LIKE THAT, IT'S JUST EXACTLY LIKE THE MAN WHO WAS ABOUT TO BE HANGED AND THEY SAID, "DO YOU HAVE ANY LAST WORDS?" HE SAID, "YEP, FELLOWS, THIS IS REALLY GOING TO TEACH ME A LESSON."

I SEE MY TIME IS RUNNING OUT. I THINK THE LAST THING I NEED TO TELL YOU IS THAT YOU NEED TO LOOK AT THE ARCHITECT AND FIND OUT WHAT HE CAN DO WITH PROBLEMS, BECAUSE YOU ARE GOING TO HAVE PROBLEMS. YOU WANT SOMEBODY WHO CAN TAKE A PROBLEM AND MAKE SOMETHING GOOD OF IT -- WHO CAN TAKE A PROBLEM AND MAKE A NICE DESIGN FEATURE OUT OF IT.

THIS KID WAS IN THE ARMY. HE HAD BEEN THERE FOUR MONTHS. HE GOT HIS FIRST PASS, AND HE WAS GOING TO TOWN TO SEE HIS GIRL ON SATURDAY - BOY, WAS HE LOOKING FORWARD TO IT. THE DUTY ROSTER CAME OUT AND HE DREW MOTOR POOL DUTY. THERE HE IS ON A HOT SATURDAY AFTERNOON, SITTING IN THE MOTOR POOL. HE HAS CALLED HIS GIRLFRIEND AND TOLD HER HE DREW MOTOR POOL DUTY. THE PHONE RANG. HE SAID, "MOTOR POOL." THE VOICE ON THE OTHER END OF THE LINE SAID, "WHAT KIND OF VEHICLES DO YOU HAVE DOWN THERE TODAY?" HE SAID, "WELL, WE HAVE JEEPS FOR THE LIEUTENANTS, WE HAVE COMMAND CARS FOR THE CAPTAINS, THE MAJORS AND COLONELS, AND WE HAVE A BIG OLD BLACK CADILLAC FOR FATTY THE GENERAL." THE VOICE ON THE OTHER END SAID, "DO YOU KNOW WHO THIS IS SPEAKING?" HE SAID, "NO." THE VOICE SAID, "WELL, THIS IS THE GENERAL." THE KID SAID, "DO YOU KNOW WHO THIS IS SPEAKING?" THE VOICE SAID, "NO." 47

THE KID SAID "WELL, SO LONG, FATTY."

CAN HE TAKE A PROBLEM AND MAKE SOMETHING OUT OF IT? PROBLEM SOLVING IS REALLY WHAT IT IS ALL ABOUT.

I DON'T ENVY YOU IN SELECTING YOUR ARCHITECT. IT'S GOING TO BE A TOUGH JOB. UNFORTUNATELY, IT IS NOT EASY TO DO; IT'S UNFORTUNATE YOU CANNOT SEE THROUGH EVERY PERSON WHO COMES BEFORE YOU AS AN ARCHITECT TO BE INTERVIEWED.

WHEN YOU SELECT YOUR ARCHITECT, YOU NEED TO BE A PERSON OF GREAT WISDOM. THERE WAS A LITTLE BOY IN A CLASSROOM AND THE TEACHER SAID, "JOHNNY, WHICH WOULD YOU RATHER HAVE - 1/2 OF AN ORANGE, OR 8/16 OF AN ORANGE?" INSTANTLY, WITHOUT HESITATION, HE SAID, "WHY, I WOULD RATHER HAVE 1/2, BECAUSE WITH 8/16, YOU LOSE TOO MUCH JUICE."

BE CAREFUL WHEN YOU SELECT YOUR ARCHITECT. ALL MAY NOT BE EQUAL.

AND AS YOU GO TO SELECT YOUR ARCHITECT, I AM GOING TO SAY THE SAME THING TO YOU THAT I TOLD MY WIFE THE OTHER DAY WHEN SHE LEFT THE HOUSE TO GO TO THE BEAUTY SHOP -- GOOD LUCK!!